


The effect of job satisfaction and job stress on employee performance CV.Synergy

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Article Info	ABSTRACT
<p>Keywords: Job Satisfaction, Job Stress, Employee Performance</p>	<p>The aim of this research is to evaluate the impact of job satisfaction and work stress on employee performance at CV.Sinergi, both separately and simultaneously. This research uses an explanatory approach, with a population involving all employees at CV.Sinergi, namely 40 people, with a research sample of 35 people. The type of data collected consisted of primary and secondary data, using questionnaires and interviews as data collection instruments. To ensure data quality, validity and reliability tests were carried out. The data analysis technique used is multiple linear regression analysis. The results of the analysis show that partially, both job satisfaction and job stress have an influence on employee performance. Simultaneously, job satisfaction and work stress influence employee performance at CV.Sinergi</p>
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INTRODUCTION

Human resource management in an organization must be carried out professionally in order to create a balance between employee needs and organizational demands and capabilities. Quality human resources will be able to provide a response in accordance with the company's expectations. Human resources are key elements that have unique feelings, desires, skills, knowledge, motivation, power, and contribution. Despite technological advancements, availability of capital, and completeness of materials, organizations will find it difficult to achieve their goals without optimal support from human resources.

Based on Sutrisno's opinion (2012), human resources are strengths derived from human individuals that can be utilized by organizations. In line with that, according to Rivai (2013), human resources within a company are key factors that affect the smooth operation of the company at this time and play an important role in the company's development for the future. Human resources are considered operational elements equivalent to machinery, equipment, materials, and funds. All types of companies, both small and large scale, require human resource contributions, and this also applies to contracting and procurement companies as researched by CV. Synergy in Jember City. In some cities, the existence of such enterprises is very abundant, and almost all development sectors require the role of contractors in their implementation. A contractor is a corporate entity that enters into an employment agreement with another individual or company, either to provide goods or

complete a particular service. One of the contractor companies operating in Jember City and its surroundings is CV. Synergy. The company focuses on the industrial construction sector of plant development and engineering, including the design of sugarcane and paper processing plants. Duties carried out by employees of CV. Synergies include the maintenance of factory machinery components or goods required in the sugarcane and paper industries, as well as the provision of construction services for mill projects.

PT. CV. Sinergi relies heavily on competent human resources for the operational success of its business activities. Employee performance greatly affects the smooth implementation of various tasks within the company. The company highly values the achievement and maintenance of high employee performance. The more employees who show commendable performance, the greater the overall productivity of the company, thereby increasing its competitiveness in the global market. According to Fahm (2016), organizational performance is the result achieved by an organization, regardless of whether the organization is profit-oriented or not, over a certain period. Similarly, Mangkunegara (2017) suggests that employee performance is a qualitative and quantitative output achieved by an individual in carrying out their responsibilities. In the case of PT. CV. Synergy, there is a decrease in performance characterized by delayed completion of tasks, lack of concentration resulting in errors and lethargy at work. If this trend continues, companies may face great concerns, as anticipated employee performance improvements may not materialize, potentially affecting the overall success of the company.

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In addition to job satisfaction, one of the causes of decreased employee performance in CV. Synergy is believed to be the work stress they experience. According to Mangkunegara (2017), work stress is a feeling of pressure felt by employees in facing work tasks. Excessive stress can threaten a person's ability to cope with the work environment. In reality, if a person is able to go through periods of stress and successfully achieve the desired goals, it means that they can control stress. Therefore, it can be concluded that the basic principle regarding stress is control, not letting it go unchecked.

In CV. Synergy, there are allegations that some employees experience stress or

pressure in carrying out company activities, caused by excessive workload and pressure to achieve work targets. Overlapping job responsibilities are also a source of stress, as employees feel confused about the tasks they have to carry out. Sometimes, the work carried out by employees is also not in accordance with their position or responsibility. In addition to job satisfaction and job stress, another factor that causes a decrease in employee performance is the work environment. Nitisemito (2011) states that the work environment involves all things around workers that can affect them in carrying out their duties, including hygiene, music, and lighting. A working environment condition is considered good if humans can carry out their activities optimally, healthy, safe, and comfortable. Employee dissatisfaction can have a negative impact on their performance, as well as the job stress they experience. Therefore, it is important to respond to a less supportive work environment, as emphasized by Nitisemito (2011), in order to improve employee performance and reduce work stress.

Literature Review

Employee Performance

Individual ability is the first parameter in improving performance, which is reflected in the results of their work. In other words, a person's success in carrying out his duties becomes the main determinant of his performance. The importance of this ability is followed by responsibility for the work carried out. Conceptually, performance, according to Kasmir (2016), is the result of work and work behavior achieved in completing tasks and responsibilities given during a period. In Hamali's (2018) perspective, performance includes "work outcomes that are closely related to the organization's strategic objectives, consumer satisfaction, and contribute to the economy. Performance involves the implementation of work and the results obtained from that implementation, i.e. what is done and how." Furthermore, Mangkunegara (2017) states that work performance or achievement is "qualitative and quantitative work results achieved by an employee in accordance with the responsibilities given to him." Fahmi (2016) also defines performance as "results obtained by an organization, both profit-oriented and non-profit-oriented, during a certain period." In Noor's (2013) view, performance is a condition that needs to be known and informed to certain parties to assess the level of achievement of individual results related to the organization's vision, as well as to know the positive and negative impacts of operational policies.

Hasibuan (2014) revealed that performance is the result of a combination of three main factors, namely the ability and interest of individual workers, the ability and acceptance of delegated assignments and roles, and the level of worker motivation. While Mangkunegara (2014) states that performance, or performance, is influenced by three factors, namely individual factors, psychological factors, and organizational factors. According to Sutrisno (2012), several factors that affect performance include effectiveness and efficiency, authority and responsibility, work discipline, and initiative. In terms of measuring performance, Sutrisno (2012) suggests the use of several indicators, such as quality, quantity, timeliness, cost-effectiveness, supervisory needs, and relationships between individuals. Mangkunegara (2016) also said that performance indicators involve

quality, quantity, reliability, and individual attitudes in carrying out their duties. Thus, these various factors and indicators become important in understanding and evaluating the performance of an individual or organization.

Job Satisfaction

Wibowo (2014) defines job satisfaction as the level of a person's feeling of pleasure that reflects a positive assessment of his work and his workplace environment. Meanwhile, according to Newstorm, as quoted by Fattah (2017), job satisfaction is defined as pleasant or unpleasant feelings or emotions felt by employees related to their work. Referring to various definitions of job satisfaction by experts, it can be interpreted that job satisfaction is an emotional evaluation of a positive or negative nature felt by employees towards their work. This evaluation is related to experience while working and expectations for future experience. Sutrisno (2012) stated that job satisfaction is an employee's attitude towards work that involves aspects such as work situation, cooperation between employees, benefits received, and physical and psychological factors"

Describing job satisfaction as an emotional state that reflects the feelings of pleasure or displeasure experienced by employees towards their jobs Handoko (2012). Hamali (2018) states that job satisfaction is a positive attitude of employees towards their work, which arises based on an assessment of the work situation. According to Siagian (2014), job satisfaction involves a person's views, both positive and negative, towards his work. Bangun (2018) explains that job satisfaction has a positive impact on increasing morale and productivity. High levels of job satisfaction will increase employee morale and productivity, while dissatisfaction can lead to decreased morale and productivity. In other words, job satisfaction has an important role in shaping employee morale and work productivity.

Factors that affect job satisfaction can be identified from aspects that can trigger and support the level of satisfaction. George and Jones (in Fattah, 2017) explain that job satisfaction is influenced by the following factors: Personality: involves individual feelings, thought patterns, and behaviors. Values: include intrinsic and extrinsic values in the work, as well as ethical values. Work situation: includes the job itself, relationships with co-workers, relationships with leaders and subordinates, physical condition of the job, working hours, compensation, and job security. Social influence: involves cultural aspects, work groups, and other factors in the social environment. According to Hasibuan (2018), job satisfaction indicators can be described as follows: Discipline: reflects the extent to which employees comply with organizational rules. Work morale: reflects employee behavior in daily activities, including honesty and mutual respect. Employee turnover: occurs when employees leave the organization where they work. Thus, these factors provide a holistic picture of what can affect an employee's job satisfaction level.

Work Stress

According to Rivai (2013), work stress can be interpreted as a state of tension that creates physical and psychological imbalances, has an impact on emotions, thought processes, and the overall condition of an employee. Excessive stress has the potential to threaten a person's ability to deal with the surrounding environment. Mangkunegara (2017) defines work stress as a feeling of pressure experienced by employees in facing work tasks.

Symptoms of work stress can be recognized through signs such as unstable emotions, feelings of unease, tendency to be alone, difficulty sleeping, excessive smoking, difficulty relaxing, anxiety, tension, nervousness, increased blood pressure, and disruption of sleep patterns

Fahmi (2016) defines work stress as a condition in which a person feels physically and mentally depressed beyond his ability. If not addressed with solutions, this condition can have a negative impact on one's health. Stress does not arise without cause, but is accompanied by event factors that affect the individual's psyche, occur beyond his capacity, and suppress the individual's psyche. People who experience work stress tend to become restless, feel chronic worry, irritable, aggressive, difficult to relax, or show an uncooperative attitude. Rivai (2013) states that employee stress can also be triggered by problems that occur outside the organizational environment. Some causes of "off the job" stress include: Financial worries, problems related to children, physical problems, marital problems, such as divorce, changes in residence, other personal problems, such as the death of a family member.

If not managed properly, work stress can lead to conditions such as depression, frustration, and other negative impacts. According to Handoko (2012), some indicators of work stress include: Excessive workload: too many or complex tasks, Time pressure or pressure: tight schedules or deadlines that are difficult to meet, Quality of supervisors who are less intelligent: less effective leadership, Poor work climate: unsupportive work environment, Insufficient authority to carry out responsibilities: limitations in making decisions or acting, Role vagueness: lack of understanding of job roles and responsibilities, Frustration: feelings of disappointment or hopelessness, Role conflict: mismatch between expected and performed roles, Differences between company and employee values: misalignment of individual values with company values, Various forms of change: organizational changes or tasks that can create uncertainty and Anxiety, these indicators reflect factors that can put stress on employees and potentially cause work stress if not handled properly.

METHODS

This study applies an explanatory approach, which aims to explain the cause-and-effect relationship between research variables and test hypotheses (Nasution, Fahmi Jufrizen, Muslih, & Prayogi, 2020). The population in the study included all employees at PT. CV.Synergy, with a total of 40 people. The number of samples taken for this study was 25 people. The types of data used include primary and secondary data, with data collection instruments in the form of questionnaires and interviews. The data analysis technique applied is multiple linear regression analysis.

RESULTS AND DISCUSSION

Classical Assumption Test

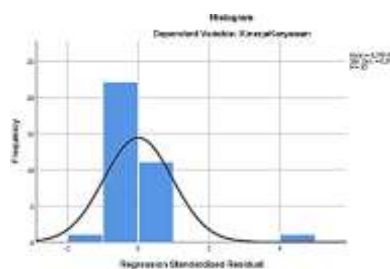
This section involves the analysis of data derived from the description of data in the previous subchapter (data description subchapter). Analysis begins by testing assumptions

applied to a particular statistic, then continues with hypothesis testing to conclude the results of the study.

In multiple linear regression, there are several classical assumptions of multiple regression also known as BLUE (Best Linear Unbiased Estimation). Classical assumption testing is carried out with a simple purpose, namely to determine whether the regression model used is the right model or not

Normality Test

Data normality testing is performed to see whether in the regression model the dependent and independent variables have a normal distribution or not. If the data spreads around the diagonal line and follows the direction of the diagonal line then the regression model satisfies the normality assumption (Juliandi et al., 2014)



Gambar 1. Normalitas

Sumber: Pengelohan Data SPSS

The figure above indicates that the regression model has fulfilled the assumptions previously stated, so the data in this regression model tends to be normal.

Multicollinearity Test

The multicollinearity test is used to assess whether there is a significant correlation between the independent variables in the regression model. This assessment is carried out by looking at the value of the variance inflation factor (VIF), where values that do not exceed 4 or 5 are considered a sign of the absence of multicollinearity.

		Coefficients ^a	
		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	KepuasanKerja	.995	1.005
	StresKerja	.995	1.005

a. Dependent Variable: KinerjaKaryawan

Sumber: Pengelohan Data SPSS

The two independent variables, namely X1, and X2 have VIF values within predetermined tolerance limits (not exceeding 4 or 5), so that there is no multicollinearity in the independent variables of this study.

Heteroscedasticity Test

The heteroscedasticity test is used to evaluate whether there is a residual variance non-uniformity between observations in the regression model. If the residual variation remains from one observation to another, it is called homoscedasticity, while if there is a difference in variance, it is called heteroscedasticity. A well-considered model is one that

does not show heteroscedasticity (Juliandi et al., 2015)

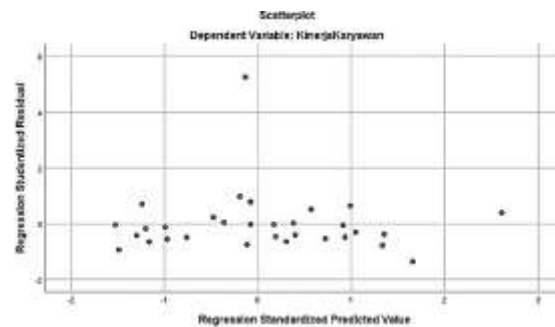


Figure 2. Scatterplot

Source: Pengelohan Data SPSS

The figure above shows the points spread out randomly, not forming a clear pattern, scattered both above and below the number 0 on the Y axis. Thus "no heteroscedasticity occurs" in the regression model

Double Regression Analysis Test

Hypoplant

Hypothesis testing is carried out to determine the influence between independent variables on dependent variables, both simultaneously and partially the test t. The purpose of the t test is to see whether or not there is a significant relationship in the relationship between variables X1 and X2 to Y. the data is presented in the table below, as for t table = 2.0301 (see table t for N = 35).

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta				Tolerance	VIF
1	(Constant)	20,526	3,999			5,133	,000		
	KepuasanKerja	,863	,112	,714		7,727	,000	,995	1,005
	StresKerja	-,471	,083	-,521		-5,639	,000	,995	1,005

a. Dependent Variable: KinerjaKaryawan

The Effect of Job Satisfaction on Employee Performance

The test results obtained t values for promotion variables show t values count = 7.727 > t table = 2.0301 with a significance value of = 0.000 < 0.05 thus means job satisfaction has a significant influence on employee performance.

The Effect of Work Stress on Employee Performance

The test results obtained t values for the Price variable showed t values = 5.639 > t table = 2.0301 with significance values of = 0.000 < 0.05 which means that work stress has a significant influence on employee performance.

F test

Test F is performed to determine and analyze the influence of the independent variable on the dependent variable simultaneously. The calculation results of Test F are presented in the table below.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	575,619	2	287,810	42,926	,000 ^b
	Residual	214,552	32	6,705		
	Total	790,171	34			

- a. Dependent Variable: KinerjaKaryawan
b. Predictors: (Constant), StresKerja, KepuasanKerja

From the results of the data processing above, it can be seen that the value of $F_{\text{calculate}} = 42.926 >$ from $F_{\text{table}} = 3.267$ (see table F for $N = 35$) with a probability value of $\text{sig} = 0.000 < 0.05$. Thus, job satisfaction and job stress simultaneously have a significant effect on employee performance.

Coefficient of Determination (R-Square)

This coefficient of determination is used to determine how much influence the independent variables have on the dependent variable. The value of the coefficient of determination is determined by the value of R square

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,854 ^a	,728	,712	2,58936	2,423

- a. Predictors: (Constant), StresKerja, KepuasanKerja
b. Dependent Variable: KinerjaKaryawan

From the results of the data processing above, it can be seen that the value of the R Square correlation coefficient is 0.728, this means that job satisfaction and work stress together have an effect of 72.80% on employee performance, while the remaining 27.20% of employee performance is influenced by other variables that are not studied in this study. Based on the results of the study, the researcher discussed the influence of the independent variable on the dependent variable.

CONCLUSION

Based on the results of multiple linear regression analysis that has been carried out in this study, it was concluded that partially, each variable of job satisfaction and job stress affects employee performance. Simultaneously, the variables of job satisfaction and job stress affect employee performance. Recommendations in this study include the following: Job satisfaction at PT. CV.Synergy identified has not been satisfactory. Therefore, it is recommended that companies provide development opportunities for employees, ensure salary payments are made on time, provide adequate compensation, and provide promotional opportunities in an effort to increase employee satisfaction levels. The attention to work stress needs to be considered, and CV.Synergy is reminded to keep employee stress levels from reaching alarming levels. This is because not all employees

may be able to manage stress that may arise. Regular monitoring of employee conditions is considered an important step. It is recommended that PT. CV.Sinergi conducts a deeper search to find other factors that can have a significant effect on employee performance through more detailed observation. These measures are taken to increase the effectiveness of the company's employee recruitment strategy and correct any shortcomings that may exist within the company. From the study can be used references for future research to strengthen or refute this research and can also examine other variables related to satisfaction, stress and employee performance

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